



A woman carries water on her head at a settlement for displaced people in Goz Baeda, Eastern Chad. UNDP supports sustainable socio-economic solutions for internally displaced persons, returnees and ex-combatants.



2

ACHIEVEMENTS IN

Early Recovery

Early recovery is a collaborative effort that seeks to close the gap between humanitarian relief and longer-term development. The early recovery approach helps people become self-reliant and resume their livelihoods, allowing families to feel safe and return home, rebuild local infrastructure, and regain a sense of normalcy—a first step towards full recovery and development.

UNDP in Action: Fulfilling Commitments on the Ground

UNDP is the lead UN agency for early recovery within the UN system. At the country level, UNDP engages with national and international leaders to articulate and coordinate early recovery efforts guided largely by the post-crisis needs assessment. At the same time, UNDP helps national and local authorities formulate and implement programmes that effectively respond to assessed needs.

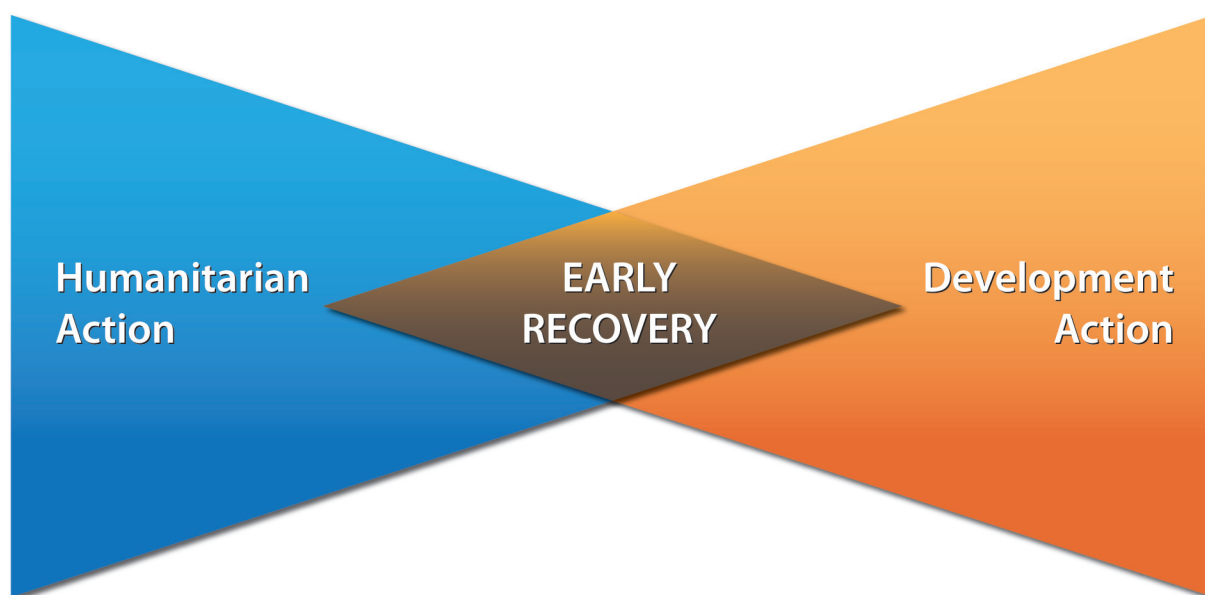
In 2010, UNDP provided early recovery support to 33 countries. These activities covered a broad spectrum in the following areas:

Generating livelihoods and economic opportunities with a special focus on youth and women's groups.

UNDP created emergency jobs and employment in viable enterprises or self-employment for more than 125,000 people in Burundi, Côte d'Ivoire, Democratic Republic of the Congo, Dominican Republic, Haiti, Honduras, Indonesia, Kenya, Mongolia, Myanmar, Nepal, Somalia, Sri Lanka, Sudan, Tajikistan and Uganda. UNDP-sponsored cash for work and other productive employment initiatives have helped affected men and women from these countries with swift access to secure income, food security, money for small business start-up and access to key basic social services.

Continuing tension and unrest in Côte d'Ivoire stemming from the 2002 political and military

Early Recovery: development opportunities maximized even during humanitarian response



UNDP provides the critical link between life-saving humanitarian work and longer-term development. UNDP brings a development perspective to humanitarian operations and supports the rapid commencement of specific recovery actions through the 'early recovery cluster'.

crisis have created massive unemployment and limited economic opportunities. Young members of the population have been seriously affected. During 2010, UNDP focused on providing young people at risk with meaningful training and income-generating activities. 4,326 unemployed youth (of whom 1,841 were women) received professional training in simplified accounting and management, cooperative work and marketing, and technical training on activities including carpentry, sewing, trade, or soap making. An additional 3,900 (of whom 932 were women) were assisted with livelihood initiatives such as farming and fishing. The project directly created employment, helped increase food availability and local retail trade, and has brought fresh capital into local markets. The project also engaged community members whose assistance enabled young people to rehabilitate 10 health clinics and 13 primary and secondary schools, latrines and nurseries. The outcome is

that formerly jobless and frustrated youth at risk, ex-combatants and ex-militia members are now busy running their own small businesses. An independent evaluation of the programme noted a decline in violent demonstrations, crime and violence against women.

In Honduras, UNDP-supported employment-creation initiatives benefited almost 21,000 persons who were affected by the tropical storm Agatha. An emergency jobs programme enabled families to start rebuilding their houses, businesses and public infrastructure such as schools, child care facilities, roads, and health clinics. Local economies have recovered rapidly, businesses are up and running, 100 houses have been repaired, 14 water systems are in place and four health clinics, five schools and five rural roads are again fully functional. The project provides innovative training in child care and nutrition to enhance the participation of women in cash-for-work activities.

Restoring community infrastructure in Côte d'Ivoire, Democratic Republic of the Congo, Myanmar, Nepal, Somalia, Sri Lanka, Tajikistan and Uganda.

In 2008 Tajikistan experienced the worst winter in 44 years. The frigid conditions overwhelmed the country's aging energy infrastructure and water supply systems. Essential services were affected and many health facilities and schools closed. Global food and fuel price increases aggravated the recovery—2.2 million people were food insecure; 800,000 severely so. The damage has been estimated at \$850 million (23% of the country's gross domestic product). UNDP has assisted Tajikistan to recover from this 'compound crisis' by working with the Tajik Committee of Emergencies during 2010 on a comprehensive early recovery rollout programme. Costing \$3.2 million (\$2.97 million came from BCPR and \$230,000 from UNDP Tajikistan), the programme emphasizes community level activities and the integration of early recovery into national disaster reduction policies. 144,000 inhabitants of 39 rural settlements

have been supported to rehabilitate social infrastructure such as schools, hospitals, irrigation channels, roads and bridges. Local authorities and community representatives jointly identified the activities, responded to priority needs, and mediated disputes over resource distribution and access to livelihoods. Community members provided the labor and assets such as construction materials, machinery and tools. Cash-for-work clean-up of flood debris created temporary employment and the provision of livestock and food commodities helped 125 female-headed households re-start their bread and milk production businesses.

Supporting local governments for rehabilitation of socio-economic community infrastructure in Colombia, Dominican Republic, Kosovo¹, Somalia and Sri Lanka.

These initiatives contributed to the socio-economic recovery of over 250,000 people through improved access to water, enhanced quality of education, and the increased production of food and cash crops.

¹ Hereafter referred to in the context of the UN Security Council Resolution 1244 (1999).



UNDP helps countries in their efforts to restore community infrastructure. In Tajikistan, 144,000 inhabitants of 39 rural settlements have been supported to rehabilitate social infrastructure, such as with this electrical transformer in Rasht district.



UNDP programmes support livelihood initiatives for indigenous women in conflict-affected communities in Mindanao, Philippines.

Supporting sustainable socio-economic solutions for internally displaced persons (IDPs), returnees or ex-combatants in Azerbaijan, Bosnia-Herzegovina, Burundi, Chad, Colombia, Kosovo, Kyrgyzstan, Mozambique, Pakistan, Philippines, Serbia, Sri Lanka, Sudan, Tanzania, Turkey, Uganda and Yemen.

The peace accords were signed by the last armed group in Burundi in April 2009. Since then, UNDP has supported the socio-economic reintegration of ex-combatants and other groups by providing 496,300 work days of employment rebuilding rural roads. To boost the capital invested in agriculture and livestock production and marketing, UNDP, with BCPR funding, provided savings associations with grants. Following a wave of violence in southern Kyrgyzstan in June 2010 that displaced 400,000 people, UNDP quickly launched a cash-for-work programme in the most-affected cities. 1,500 women and young people in the cities of Osh and Jalalabat were engaged in short-term jobs repairing roads, cleaning up irrigation systems, removing litter and restoring

parks. The cash-for work programme was rolled out across the country and 10,273 people had received employment by the end of 2010. In the Philippines, fighting between government troops and renegade forces of a separatist group displaced a large number of families. From 2008 to 2010, UNDP, with funding from the European Union, has worked with government authorities in 13 provinces to assist over 19,500 affected families. Together with its government partners, UNDP provided relief assistance and livelihood support that included the construction of 807 shelters, 16 community health stations, 132 water systems and 39 local pharmacies in 30 villages. This effort has improved personal and community security, rebuilt infrastructure that supports livelihoods and human development, and provided facilities that raise the welfare of women and children. In the last quarter of 2010 UNDP, with funding from BCPR, assisted communities and local authorities to develop early recovery plans for 42 communities to which IDPs have returned.

In Focus:

Post Disaster Early Recovery



UNDP's task is to help Haiti rebuild into a more resilient country. As of December 2010, UNDP had successfully employed, together with the World Food Programme, 240,000 people affected by the earthquake, with a positive impact on more than one million Haitians. UNDP continues to work closely with the Government and local communities to put Haitians and their institutions at the centre of the recovery process.

Haiti

On 12 January 2010, a 7.1 magnitude earthquake struck Haiti causing one of the largest human tragedies in recent decades—killing 300,000 people, displacing over 1.5 million, and wrecking the livelihoods of tens of thousands of households. UNDP offices were destroyed and many staff members' families were directly affected. UNDP rapidly established new premises and restored the functions of the Country Office.

Backed by newly developed fast track procedures that facilitate rapid deployments and procurement of services, BCPR mobilized both personnel and resources for early recovery efforts within 48 hours of the earthquake. Mandated by the headquarters Crisis Board, a SURGE Planning Team deployed to Haiti and Dominican Republic. The Team provided immediate support to management, assessed the needs of the Country Office, and planned for the months ahead in accordance with the Standard Operations and Procedures.

Between January and May 2010, 58 experts were fielded, representing an investment of \$1.8 million. 35 of the SURGE advisors came from UNDP country offices and regional centres across the globe. Eleven crisis consultants and 10 experts were deployed to strengthen areas such as Early Recovery Coordination and conduct a PDNA. UNDP also helped upgrade and expand a government system to track all ODA commitments for recovery and reconstruction.

BCPR's immediate contribution of \$3 million together with generous funding from over 20 donor countries and institutions enabled UNDP to launch cash-for-work activities for the most affected just eight days after the earthquake. With coordination between the Direction Nationale de l'Eau Potable et de l'Assainissement, local authorities, neighbourhood associations, NGOs and the ministries of agriculture and environment, the programme continued to expand as additional resources materialized. The initial effort focused on removing rubble and debris from the streets. Later, workers disposed of garbage, cleared drainage and irrigation channels in preparation for the rainy season, and undertook small-scale reconstruction projects. Partnerships expanded to include other UN agencies such as World Food Programme (WFP). By December 2010, the overall programme had provided employment and income for more than 240,000 individuals with a positive impact on more than one million Haitians.

Other BCPR contributions helped strengthen the national system on disaster risk management in anticipation of the 2010 cyclone season, and helped launch a seismic risk reduction programme with an investment of \$1 million. Following the earthquake, BCPR's Rule of Law and Justice Project, costing \$3 million, directly assisted the Ministry of Justice and Security. Its infrastructure and facilities had been totally destroyed. Equipment and temporary office space were provided as well as training and technical support to the police, the judiciary and the Office de la Protection du Citoyen.



UNDP Staff in Action: Eric Overvest, UNDP Country Director, Haiti

Haiti's Earthquake struck whilst many staff were on Christmas Break. Eric Overvest recounts receiving the news and immediately returning to Haiti as UNDP's Country Director.

"The first priority was to look for staff and get clarity on their condition. The roads were blocked. Bodies were lying in the streets. The office was no longer there. We relocated to 'log-base'—the MINUSTAH military police training area and it soon became crowded with humanitarian organizations." Eric's pre-fab office became his home for the next two months. He shared his working and living space with ten colleagues. "Getting the office operational was a big challenge. All computers and office supplies were lost and all but a few shops were destroyed. We flew to Santo Domingo to bring back essentials." UNDP's SURGE team arrived 48 hours into the crisis to support the Country Office. "We were so happy when that first group arrived," Eric recalls. "We really needed help in getting capacity up and programmes running." Within a few other days, the first group of 500 workers was already clearing rubble from roads. UNDP's recovery programme had started.

"Cash-for-work was a particularly good option," Eric states, "because it gave dignity to the people. They choose how to use their own money." UNDP already had experience with cash-for-work for waste removal in Haiti during the 2008 hurricane and UNDP's long relationship with the government ensured a rapid kick-off to the initiative.

A regular day in those first weeks had Eric rising early and preparing for the seven a.m. staff meeting. The Government's 'Crisis Team' met at eight—chaired by the Prime Minister with the Ministers of the Interior and Information—providing information that would influence the day's activities. Coordination meetings with all the UN thematic clusters followed. Staff security and human resource issues were always prominent, dealing with traumatized colleagues, endeavoring to get compensation so as to buy shelter material, to cover funeral costs. After that came security clearances for project areas, preparing documentation, organizing transport and payments, working with the Mayor and other authorities. What were regular tasks in other country programmes were major hurdles in Haiti then.

As one of the main people responsible for the logistics and the formulation of the interagency PDNA, Eric struggled to set up tents with the necessary equipment in time for the team's arrival. At night he would sit down and prepare his daily situation report for HQ. "Colleagues become family. You get to know who snores."

"My main advice for people who go to similar situations, would be to make sure they find their own way to cope with stress... Know how much they can bear. Know when it is time to take a deep breath, leave the office, go for a run..." For Eric, having reliable colleagues really helped. His main satisfaction, however, was to see visible, concrete cash-for-work sites fully operational, to start seeing the streets clean again. "When you see this type of progress, that's what helps you to keep it all together."

Pakistan

From July to September 2010 Pakistan experienced some of the worst floods in its history. 18 million people were affected. UNDP was among the first international organizations to respond. It launched a comprehensive programme of early recovery and restoration of communities through three strategic initiatives: re-establishing capacities of local institutions; restoring livelihoods of vulnerable flood-affected people; and rebuilding basic and critical community infrastructure. The programme has been working in 39 districts with disaster management authorities at national, provincial and district levels to bring relief to the affected communities.

UNDP began with a pilot initiative that partnered with 17 local non-governmental organizations in the worst-affected districts to support community-level initiatives. Local knowledge facilitated a speedy response to the crisis and the bottoms-up approach built capacity in local institutions and supported community ownership. The programme was unprecedented in its direct support for the most vulnerable and affected people, including women and the disabled. Hundreds of female community organizations played a crucial role in identifying female beneficiaries in their communities. They also identified gender-specific needs for infrastructure projects. In addition, UNDP assisted with culturally sensitive interventions for females in the form of small grants, live-stock support packages and specialized enterprise training. These helped women sustain their families from within their households. This focus on women has been widely recognized and appreciated.



UNDP supported women like Kaneez Bibi (left), a resident of the Cheekal East village in Pakistan, through income-generating projects allowing her to restore her and her families' livelihoods after the floods affected the community she lives in, which was hardly affected by the 2010 floods.

To improve governance, UNDP provided training in disaster risk management and equipment support to 150 government officers and facilitated the provision of lost ID cards. To restore the livelihoods of people affected by the floods, UNDP initiated cash-for-work and provided productive toolkits containing seeds and fertilizers. Overall UNDP supported 128 rehabilitation schemes for community infrastructure recommended by local communities.



Interview with Jean-Luc Stalon, Acting Country Director in Pakistan

“What made this crisis different from others was that it was not immediate. Not like an earthquake. We learnt day to day how serious it really was—like a slow tsunami.”

Jean Luc-Stalon was UNDP’s acting Country Director when floods peaked in mid-August, affecting 18 million people and inundating an area the size of England. Assessing the impact was not easy; reaching affected communities was nearly impossible in the initial days. “Our first priority was to get a sense of magnitude. You cannot build a response based on contradictory information...data have to be credible for an informed strategy to deal with a disaster of this scale. We established a Floods Control Response room so everyone knew who was doing what.” With 600 field staff and 80 in the capital, UNDP’s strength was its presence on the ground and its solid relationships with national and provincial authorities.

Jean-Luc ensured that UNDP liaised with donors, humanitarian organizations and the National Disaster Management Authority. “Decisions needed to be taken quickly. The moment rains subsided people would want to start going home. Early Recovery activities and the re-establishment of basic infrastructure needed to start at once. We needed to be well-positioned with key partners to make that happen.”

Jean-Luc shifted the focus of some existing programmes to new recovery priorities. Recovery programmes commenced funded by reallocating \$7.9 million from ongoing projects and an immediate injection of \$4.7 million from BCPR. Their initial success helped generate a further \$80 million from donors, including Japan and the European Commission. “It didn’t take BCPR longer than a week to allocate that amount to Pakistan—allowing us to engage 17 community-based non-governmental organizations to start delivering to the affected people. Without this support it would have been difficult to rebuild the lives of those affected.” Cash-for-work started, “providing money for basic goods—to open roads, clean markets, and re-establish basic infrastructure.”

When asked for advice to people working in similar situations, Jean-Luc, who has worked for UNDP for 15 years in countries like Rwanda, Somalia and Côte d’Ivoire, noted: “Make sure you have an organized, well-coordinated office. Know what people are doing. Capitalize on their strengths, remain cool and give clear guidance. Establish your priorities. Concentrate on a couple of things where you have comparative advantage rather than trying to do too many things.” Jean-Luc added the need to work closely with the government. “In Pakistan we have a good relationship, particularly with the Disaster Management Authority. We are their main partners. You have to build upon that relationship. Use it well.”